

Montana THIRA- SPR Executive Summary

December 31

2015

This document summarizes the results of Montana's Threat & Hazard Identification and Risk Assessment (THIRA) and State Preparedness Report (SPR) which, along with other input, informs Montana's preparedness plans and activities.

2015 Montana
THIRA-SPR
Executive
Summary

Montana Disaster & Emergency Services (MT DES), a division of the Department of Military Affairs, presents this summary of the 2015 Montana Threat and Hazard Identification and Risk Assessment (THIRA)* and the State Preparedness Report (SPR). The focus, support and funding of Montana's preparedness endeavors will be shaped by the results and conclusions of the following assessments, reviews, reports, surveys, directives and strategic plans:

- Montana 2015 Threat and Hazard Identification and Risk Assessment (THIRA)
- Montana 2015 State Preparedness Report (SPR)
- Input from Montana cities, counties, tribal nations, state agencies and private sector partners
- State, County and Tribal Nation After Action Reports / Improvement Plans (AAR/IP)
- National Preparedness Goal
- National Preparedness System
- National Preparedness Report (2014)

Presidential Policy Directive 8: National Preparedness (PPD-8) established the National Preparedness Goal (2011), which views the nation's security and resilience posture through 31 Core Capabilities relevant to 5 Mission Areas – Prevention, Protection, Mitigation, Response and Recovery.

Assessments such as the Threat and Hazard Identification and Risk Assessment (THIRA) and the State Preparedness Report (SPR) are intended to allow government of all levels, communities, the private sector and individuals to prioritize the Core Capabilities for which they see great risk and little capacity.

The results of the 2015 THIRA and SPR suggest that Montana should focus its resources and funding opportunities towards enhancing the following Core Capabilities:

Core Capability	Mission Area
1. Cybersecurity	Protection
2. Health and Social Services	Recovery
3. Mass Care Services	Response
4. Public Health and Medical Services	Response
5. Public Information and Warning	Common
OR	
4. Housing	Recovery
5. Economic Recovery	Recovery

These capabilities are either high priority with low or medium capacity or medium priority with very low capacity.

*see Appendix A for all definitions

The Public Health and Medical Services and Public Information and Warning capabilities have high priority, but they also have fairly strong capacity so alternative considerations include Housing and Economic Recovery, which are medium priority with very little capacity in the state.

The breakdown of the Core Capabilities with the lowest capacity, for each priority, is as follows:

<u>Core Capability</u>	<u>Priority</u>	<u>Capacity Rating 1-5 (5 being No Gaps)</u>
<u>High Priority with Low Capacity –</u>		
Cybersecurity	High	1.2
Health and Social Services	High	2.0
Mass Care Services	High	2.8
Public Health and Medical Services	High	3.4
Public Information and Warning	High	3.4
<u>Medium Priority with Low Capacity –</u>		
Housing	Medium	1.25
Economic Recovery	Medium	1.6
Access Control & Identity Verification	Medium	2.2
On-Scene Security and Protection	Medium	2.6
Long-Term Vulnerability Reduction	Medium	2.8
Environmental Response/Health & Safety	Medium	2.8
<u>Low Priority with Low Capacity –</u>		
Mass Search and Rescue Operations	Low	1.0
Supply Chain Integrity & Security	Low	1.8
Screening, Search & Detection	Low	1.8
Natural & Cultural Resources	Low	2.25
Interdiction & Disruption	Low	2.8

Priority and capacity ratings were established via self-assessments from cities, counties, tribal nations and the state through their emergency management personnel, law enforcement, fire services, public safety, public health and medical professionals, transportation and utility authorities, fusion center specialists, Homeland Security personnel, IT experts, faith-based organizations, non-governmental organizations (NGO), and the private sector within Montana.

The State Preparedness Report further examines identified capability gaps by evaluating each Core Capability from the perspective of Solution Areas - Planning, Organization, Equipment, Training and Exercise. The number of capabilities that measured only a 1 or 2 rating (out of 5) by Solution Areas is as follows:

- 14 Core Capabilities scored 1 or 2 in the Planning Area
- 8 Core Capabilities scored 1 or 2 in the Organization Area
- 10 Core Capabilities scored 1 or 2 in the Equipment Area (equipment was deemed not relevant for three capabilities)
- 9 Core Capabilities scored 1 or 2 in the Training Area
- 14 Core Capabilities scored 1 or 2 in the Exercise Area

Specifically, the ratings of the capabilities of highest interest for each of their Solution Areas are as follows:

Core Capability	Planning	Organization	Equipment	Training	Exercises
Cybersecurity	2	1	1	1	1
Health and Social Services	3	3	1	2	1
Mass Care Services	3	4	1	2	4
Public Health and Medical Services	4	5	1	3	4
Public Information and Warning	3	2	5	3	4
Housing	1	2	N/A	1	1
Economic Recovery	2	2	1	2	1

The cities, counties, tribal nations and state agencies participating in the SPR chose the following Core Capabilities as making the most progress in the last year:

Planning
Public Information & Warning
Operational Coordination
Operational Communications
Threats & Hazard Identification

The Core Capabilities chosen as being in the greatest danger of decreasing are:

Housing
Cybersecurity
Mass Care Services

This heat map indicates capability ratings in each Solution Area to identify areas of relative strength or weakness. The 11 High Priority Capabilities are **bolded**.

Core Capability	Planning	Organization	Equipment	Training	Exercises
Planning	3	4	5	5	4
Public Information and Warning	3	2	5	3	4
Operational Coordination	4	5	5	4	4
Forensics and Attribution	2	4	3	3	3
Intelligence and Information Sharing	5	5	5	5	4
Interdiction and Disruption	2	4	4	3	1
Screening, Search, and Detection	2	4	1	1	1
Access Control and Identity Verification	2	2	2	3	2
Cybersecurity	2	1	1	1	1
Physical Protective Measures	2	4	4	4	1
Risk Management for Protection Programs and Activities	2	5	5	5	4
Supply Chain Integrity and Security	2	1	2	3	1
Community Resilience	4	3		3	4
Long-term Vulnerability Reduction	3	4	3	3	1
Risk and Disaster Resilience Assessment	4	5	5	5	4
Threats and Hazard Identification	5	5	5	5	5
Critical Transportation	4	4	4	4	4
Environmental Response/Health and Safety	3	5	1	1	4
Fatality Management Services	2	5	4	5	1
Infrastructure Systems	5	5	4	5	4
Mass Care Services	3	4	1	2	4
Mass Search and Rescue Operations	1	1	1	1	1
On-scene Security and Protection	2	2	4	4	1
Operational Communications	4	5	4	5	4
Public and Private Services and Resources	4	4	3	3	3
Public Health and Medical Services	4	5	1	3	4
Situational Assessment	5	4	4	3	4
Economic Recovery	2	2	1	2	1
Health and Social Services	3	3	1	2	1
Housing	1	2		1	1
Natural and Cultural Resources	2	5		1	1

To further understand the identified gaps, each capability's Solution Areas are broken down into Functional Areas where the shortfalls exist. Only the functional areas with low ratings are listed for each capability.

Core Capability			
Cybersecurity	Solution Area	Rating	Definition of Rating
	Planning	2	Some plans/annexes exist
		Functional Areas of Capability Gap	
		Continuity of operations for cyber systems	
		Detecting malicious activity	
		Guidelines, regulations, and standards	
		Investigating malicious actors	
		Securing CIKR and SCADA Systems**	
		Technical countermeasures	
	Organization	1	0-20% of required organization/personnel exists
		Functional Areas of Capability Gap	
		Continuity of operations for cyber systems	
		Detecting malicious activity	
		Guidelines, regulations, and standards	
		Investigating malicious actors	
		Securing CIKR and SCADA Systems**	
		Technical countermeasures	
	Equipment	1	0-20% of required equipment exists
		Functional Areas of Capability Gap	
		Continuity of operations for cyber systems	
		Detecting malicious activity	
		Guidelines, regulations, and standards	
		Investigating malicious actors	
		Protective measures	
		Securing CIKR and SCADA Systems**	
		Sharing threat information	
		Technical countermeasures	
	Training	1	0-20% of required training exists
		Functional Areas of Capability Gap	
		Continuity of operations for cyber systems	
		Detecting malicious activity	
		Guidelines, regulations, and standards	

		Investigating malicious actors	
		Protective measures	
		Securing CIKR and SCADA Systems**	
		Sharing threat information	
		Technical countermeasures	
	Exercise	1	No exercises/real-world demonstration have occurred in the last five years
		Functional Areas of Capability Gap	
		Continuity of operations for cyber systems	
		Controlling electronic access	
		Detecting malicious activity	
		Guidelines, regulations, and standards	
		Investigating malicious actors	
		Protective measures	
		Securing CIKR and SCADA Systems**	
		Sharing threat information	
		Technical countermeasures	

**CIKR stands for Critical Infrastructure and Key Resources

SCADA (supervisory control and data acquisition) is a software system that operates with coded signals over communication channels to monitor, gather and analyze real-time information and provide control of remote equipment.

Core Capability			
Health & Social Services	Solution Area	Rating	Definition of Rating
	Planning	3	Plans/annexes are complete but require update
		Functional Areas of Capability Gap	
		Behavioral health	
		Determining health and social needs	
		Health assessment	
		Healthcare facilities and coalitions	
		Response and recovery worker health	
		School impacts	
		Social Services	
	Organization	3	41-60% of required organization/personnel exists
		Functional Areas of Capability Gap	
		Behavioral health	

		Determining health and social needs	
		Food safety	
		Health assessment	
		Healthcare facilities and coalitions	
		Medical products and services	
		Public awareness	
		Response and recovery worker health	
	Equipment	1	0-20% of required equipment exists
		Functional Areas of Capability Gap	
		Behavioral health	
		Determining health and social needs	
		Food safety	
		Health assessment	
		Medical products and services	
		Social services	
	Training	2	21-40% of required training exists
		Functional Areas of Capability Gap	
		Behavioral health	
		Determining health and social needs	
		Environmental health	
		Health assessment	
		Medical products and services	
		Public awareness	
		Public health measures	
		Response and recovery worker health	
		Social services	
	Exercise	1	No exercises/real-world demonstration have occurred in the last five years
		Functional Areas of Capability Gap	
		Behavioral health	
		Determining health and social needs	
		Ensuring access	
		Food safety	
		Health assessment	
		Healthcare facilities and coalitions	
		Medical products and services	
		Public awareness	
		Public health measures	

		Response and recovery worker health
		School impacts
		Social services

<u>Core Capability</u>			
Mass Care Services	<u>Solution Area</u>	<u>Rating</u>	<u>Definition of Rating</u>
	Planning	3	Plans/annexes are complete but require update
		<u>Functional Areas of Capability Gap</u>	
		Family reunification	
		Feeding	
		Pets	
		Resource distribution	
	Organization	4	61-80% of required organization/personnel exists
		<u>Functional Areas of Capability Gap</u>	
		Family reunification	
		Pets	
	Equipment	1	0-20% of required equipment exists
		<u>Functional Areas of Capability Gap</u>	
		Pets	
		Sheltering	
	Training	2	21-40% of required training exists
		<u>Functional Areas of Capability Gap</u>	
		Family reunification	
		Resource distribution	
		Sheltering	
	Exercise	4	Exercises/real-world demonstration have occurred; some areas for improvement exist
		<u>Functional Areas of Capability Gap</u>	
		Family reunification	
		Pets	
		Resource distribution	
		Sheltering	

<u>Core Capability</u>			
Public Health & Medical Services	<u>Solution Area</u>	<u>Rating</u>	<u>Definition of Rating</u>
	Planning	4	Plans/annexes are complete and have been updated within 5 years
		Functional Areas of Capability Gap	
		Emergency medical transport	
		Medical countermeasures	
		Medical surge	
		Triage and initial stabilization	
	Organization	5	81-100% of required organization/personnel exists
		Functional Areas of Capability Gap	
		No gaps	
	Equipment	1	0-20% of required equipment exists
		Functional Areas of Capability Gap	
		Emergency medical transport	
		Health assessments	
		Laboratory medical testing	
		Medical countermeasures	
		Medical surge	
		Triage and initial stabilization	
	Training	3	41-60% of required training exists
		Functional Areas of Capability Gap	
		Definitive care	
		Emergency medical transport	
		Medical countermeasures	
		Medical surge	
	Exercise	4	Exercises/real-world demonstration have occurred; some areas for improvement exist
		Functional Areas of Capability Gap	
		Definitive care	
		Emergency medical transport	
		Health assessments	
		Medical countermeasures	
		Medical surge	
		Triage and initial stabilization	

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<u>Core Capability</u>			
Public Information & Warning	<u>Solution Area</u>	<u>Rating</u>	<u>Definition of Rating</u>
	Planning	3	Plans/annexes are complete but require update
		Functional Areas of Capability Gap	
		Alerts and warnings	
		Developing standard operating procedures for public information	
		New communications tools and technologies	
		Public awareness campaigns	
	Organization	2	21-40% of required organization/personnel exists
		Functional Areas of Capability Gap	
		Alerts and warnings	
		Delivering actionable guidance	
		Developing standard operating procedures for public information	
		New communications tools and technologies	
		Public awareness campaigns	
	Equipment	5	81-100% of required equipment exists
		Functional Areas of Capability Gap	
		Alerts and warnings	
		Developing standard operating procedures for public information	
		New communications tools and technologies	
		Public awareness campaigns	
	Training	3	41-60% of required training exists
		Functional Areas of Capability Gap	
		Alerts and warnings	
		Delivering actionable guidance	
		Developing standard operating procedures for public information	
		New communications tools and technologies	
		Public awareness campaigns	

	Exercise	4	Exercises/real-world demonstration have occurred; some areas for improvement exist
		Functional Areas of Capability Gap	
		Alerts and warnings	
		Delivering actionable guidance	
		Developing standard operating procedures for public information	
		New communications tools and technologies	
		Public awareness campaigns	

As the last two capabilities with high priority (Public Health & Medical Services and Public Information & Warning) show capacity of greater than 3 out of 5, the first two medium-priority-with-low-capacity capabilities are also detailed below for consideration:

Core Capability			
Housing	Solution Area	Rating	Definition of Rating
	Planning	1	No plan/annexes exist
		Functional Areas of Capability Gap	
		Addressing housing shortages	
		Housing assessments	
	Organization	2	21-40% of required organization/personnel exists
		Functional Areas of Capability Gap	
		Addressing housing shortages	
		Housing assessments	
	Equipment	N/A	Equipment is not relevant for this capability
		Functional Areas of Capability Gap	
		Not relevant	
	Training	1	0-20% of required training exists
		Functional Areas of Capability Gap	
		Addressing housing shortages	
		Housing assessments	
	Exercise	1	No exercises/real-world demonstration have

		occurred in the last five years
		Functional Areas of Capability Gap
		Addressing housing shortages
		Housing assessments

Core Capability			
Economic Recovery	<u>Solution Area</u>	<u>Rating</u>	<u>Definition of Rating</u>
	Planning	2	Some plans/annexes exist
			Functional Areas of Capability Gap
			Economic impact assessments
			Management planning
	Organization	2	21-40% of required organization/personnel exists
			Functional Areas of Capability Gap
			Economic impact assessments
			Incentivizing entrepreneurial and business development
			Management planning
	Equipment	1	0-20% of required equipment exists
			Functional Areas of Capability Gap
			Economic impact assessments
			Management planning
	Training	2	21-40% of required training exists
			Functional Areas of Capability Gap
			Developing recovery objectives
			Disseminating information
			Economic impact assessments
			Management planning
	Exercise	1	No exercises/real-world demonstration have occurred in the last five years
			Functional Areas of Capability Gap
			Reopening businesses

Montana's 2015 State Preparedness Report, along with the SPRs of 55 other states and territories, will be compiled into the 2016 National Preparedness Report (NPR), which is recommended reading for anyone who would like to know the national trends.

Montana's 2015 THIRA-SPR assessments concur with the national trends in some areas:

- Montana and most of the nation assessed Operational Communications among their highest-rated capabilities. Operational Communications is a high-priority–high-capacity capability and has been strengthened to a 4.4 out of 5 capability (capacity) rating.
- Cybersecurity continues to be the lowest-rated core capability in Montana and the nation overall.
- In addition to Cybersecurity, Montana's results agree with national findings that list the following as areas for improvement:
 - Housing
 - Long-term Vulnerability
 - Economic Recovery
 - Access Control and Identity Verification

Montana diverges from national trends in a few areas:

- Unlike the national assessment, Montana doesn't indicate major gaps in Infrastructure Systems.
- Montana rated Public Health & Medical Services as one of the high-priority–medium-capacity, while it shows a high-capacity nationally. Montana's major gap for this capability is Equipment, with all other Solution Areas rated as a 3 or higher.
- The National Preparedness Report (NPR) identifies eight Core Capabilities that have been developed to acceptable levels nationally:
 - Environmental Response/Health and Safety
 - Intelligence and Information Sharing
 - Interdiction and Disruption
 - On-Scene Security and Protection
 - Operational Communications
 - Operational Coordination
 - Public and Private Services and Resources
 - Public Health and Medical Services

However, Montana's results shows medium capacity for Public Health and Medical Services, while showing low capacity for Interdiction and Disruption, and On-Scene Security and Protection.

The following pages show visual representations of priority levels and capability ratings from Montana's 2015 THIRA and SPR.

Montana's THIRA-SPR Executive Summary 2015

This table is a summary of each core capability's ratings by Solution Area, the capability's priority rating, and stakeholders' (cities, counties, tribal nations, and state agencies) determination of who holds the responsibility to fill the capability's gaps. The Gap Responsibility responses are from the point of view of cities, counties and tribes, which comprise "the jurisdiction", so "higher-level government" includes State and Federal governmental partners.

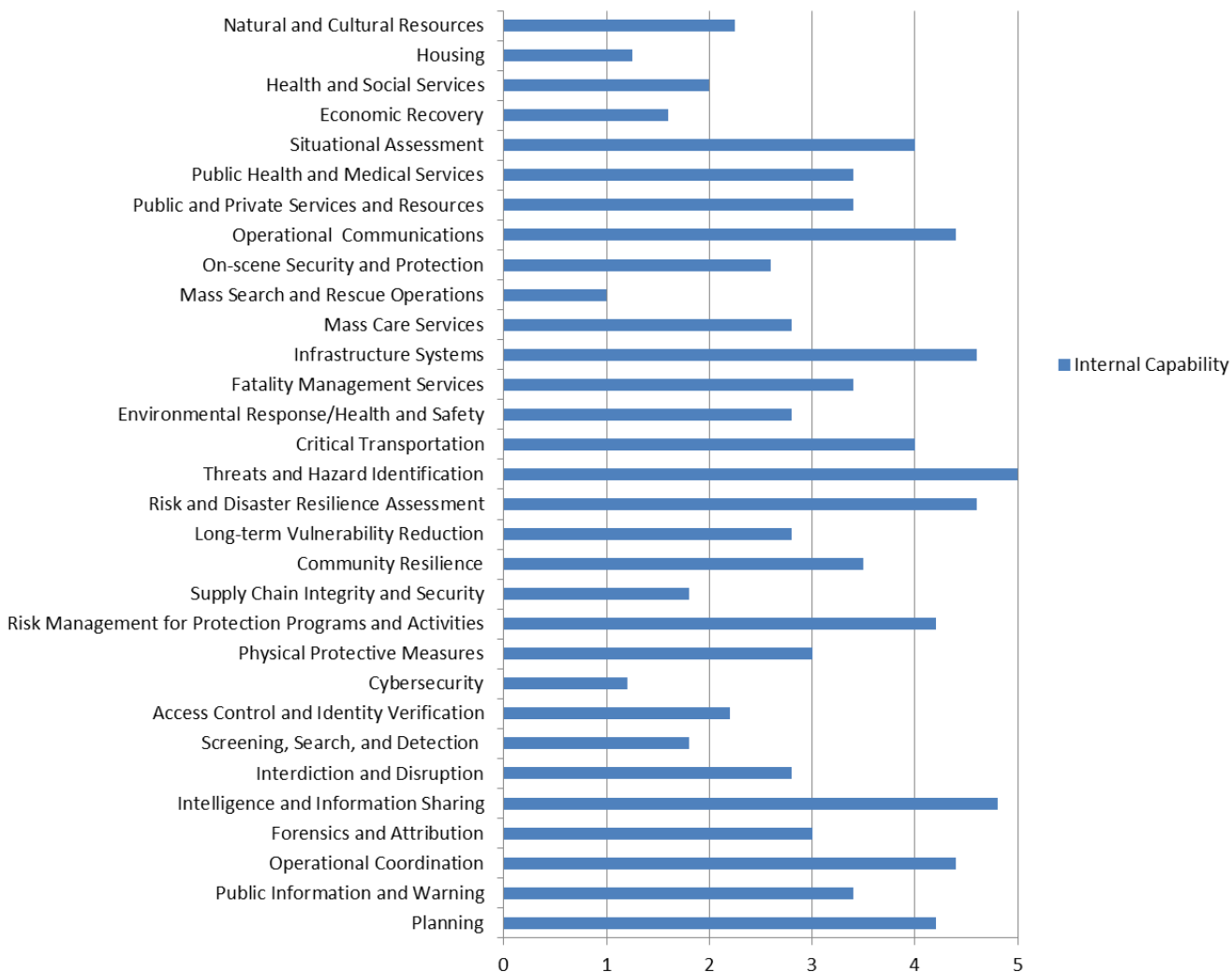
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Mission Area	Core Capability	Internal Capability Ratings						Priority	Gap Responsibility
		Planning	Organization	Equipment	Training	Exercises	Average		
Common	Planning	3	4	5	5	4	4.2	High	Mostly higher-level government's responsibility
Common	Public Information and Warning	3	2	5	3	4	3.4	High	Mostly the jurisdiction's responsibility
Common	Operational Coordination	4	5	5	4	4	4.4	High	Mostly the jurisdiction's responsibility
Prevention	Forensics and Attribution	2	4	3	3	3	3	Low	Mostly higher-level government's responsibility
Prevention/Protection	Intelligence and Information Sharing	5	5	5	5	4	4.8	Medium	Mostly higher-level government's responsibility
Prevention/Protection	Interdiction and Disruption	2	4	4	3	1	2.8	Low	Mostly higher-level government's responsibility
Prevention/Protection	Screening, Search, and Detection	2	4	1	1	1	1.8	Low	Mostly higher-level government's responsibility
Protection	Access Control and Identity Verification	2	2	2	3	2	2.2	Medium	Entirely the jurisdiction's responsibility
Protection	Cybersecurity	2	1	1	1	1	1.2	High	Mostly higher-level government's responsibility
Protection	Physical Protective Measures	2	4	4	4	1	3	Medium	Entirely higher-level government's responsibility
Protection	Risk Management for Protection Programs and Activities	2	5	5	5	4	4.2	Low	Mostly the jurisdiction's responsibility
Protection	Supply Chain Integrity and Security	2	1	2	3	1	1.8	Low	Mostly higher-level government's responsibility
Mitigation	Community Resilience	4	3	N/A	3	4	3.5	Medium	Mostly the jurisdiction's responsibility
Mitigation	Long-term Vulnerability Reduction	3	4	3	3	1	2.8	Medium	Mostly the jurisdiction's responsibility
Mitigation	Risk and Disaster Resilience Assessment	4	5	5	5	4	4.6	Medium	Mostly the jurisdiction's responsibility
Mitigation	Threats and Hazard Identification	5	5	5	5	5	5	Medium	No gap
Response	Critical Transportation	4	4	4	4	4	4	High	Mostly the jurisdiction's responsibility
Response	Environmental Response/Health and Safety	3	5	1	1	4	2.8	Medium	Entirely higher-level government's responsibility
Response	Fatality Management Services	2	5	4	5	1	3.4	Medium	Mostly the jurisdiction's responsibility
Response/Recovery	Infrastructure Systems	5	5	4	5	4	4.6	High	Mostly the jurisdiction's responsibility
Response	Mass Care Services	3	4	1	2	4	2.8	High	Mostly the jurisdiction's responsibility
Response	Mass Search and Rescue Operations	1	1	1	1	1	1	Low	Entirely higher-level government's responsibility
Response	On-scene Security and Protection	2	2	4	4	1	2.6	Medium	Entirely the jurisdiction's responsibility
Response	Operational Communications	4	5	4	5	4	4.4	High	Mostly the jurisdiction's responsibility
Response	Public and Private Services and Resources	4	4	3	3	3	3.4	Medium	Mostly higher-level government's responsibility
Response	Public Health and Medical Services	4	5	1	3	4	3.4	High	Mostly higher-level government's responsibility
Response	Situational Assessment	5	4	4	3	4	4	High	Mostly the jurisdiction's responsibility
Recovery	Economic Recovery	2	2	1	2	1	1.6	Medium	Mostly higher-level government's responsibility
Recovery	Health and Social Services	3	3	1	2	1	2	High	Mostly higher-level government's responsibility
Recovery	Housing	1	2	N/A	1	1	1.25	Medium	Entirely the jurisdiction's responsibility
Recovery	Natural and Cultural Resources	2	5	N/A	1	1	2.25	Low	Mostly the jurisdiction's responsibility

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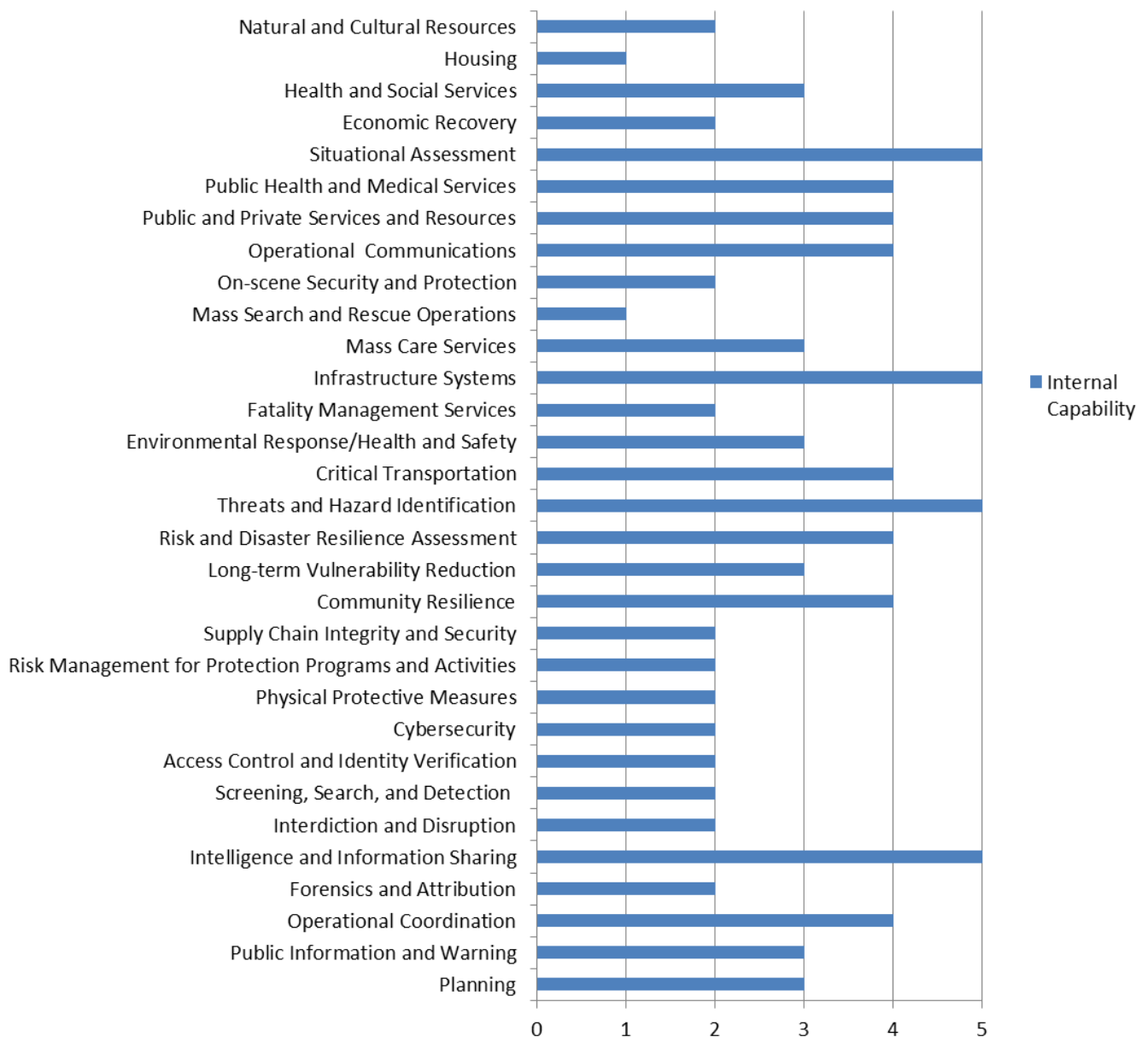
The next pages show these same capability ratings graphically by their overall Average and by individual Solution Area, using images from FEMA's reporting tool. Ability ratings with Mutual Aid were not considered this year.

Average Capability Ratings



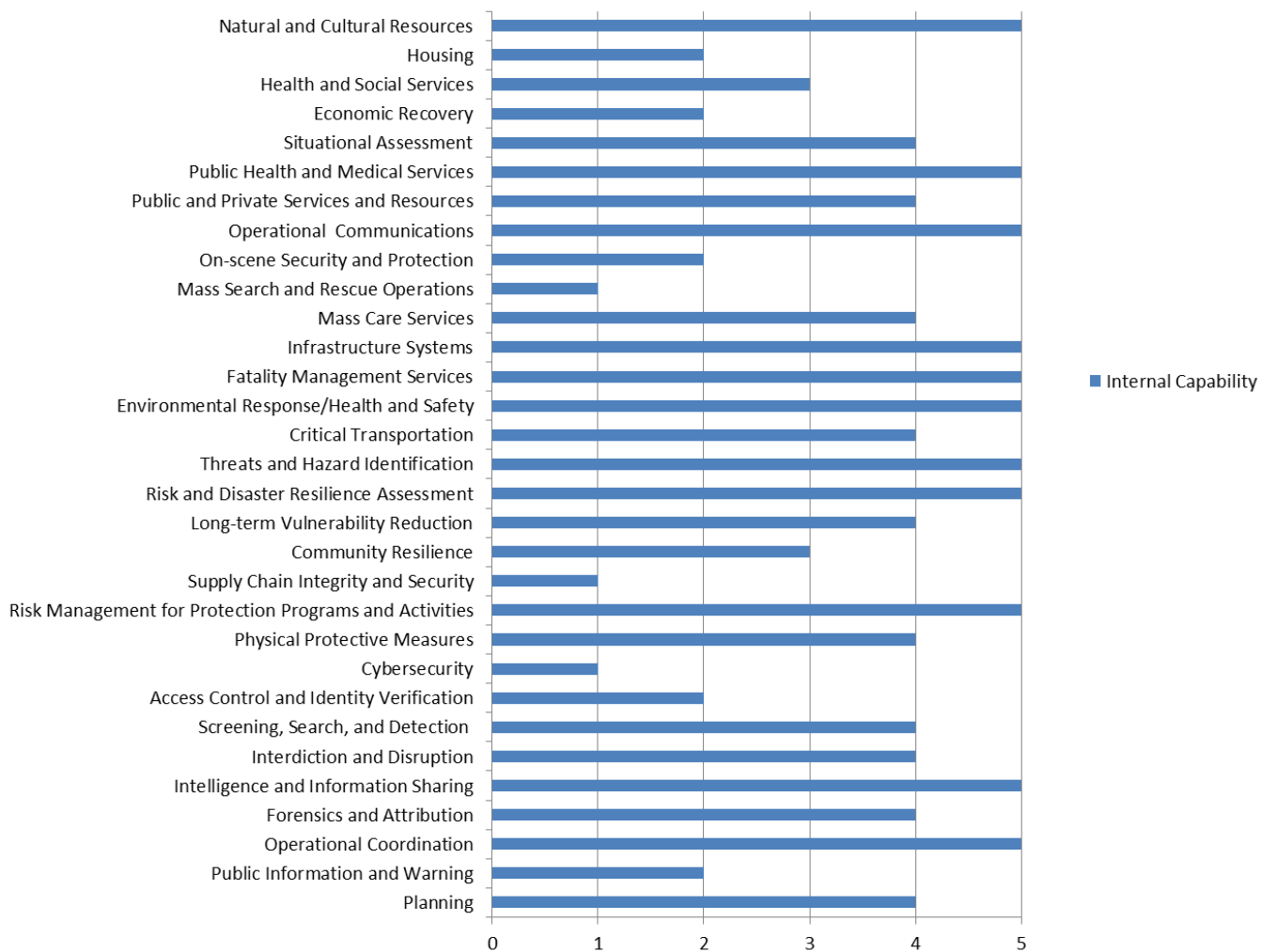
Planning is the collection and analysis of intelligence and information, and development of policies, plans, procedures, mutual aid agreements, strategies, and other publications that comply with relevant laws, regulations, and guidance necessary to perform assigned missions and tasks.

Planning Capability Ratings



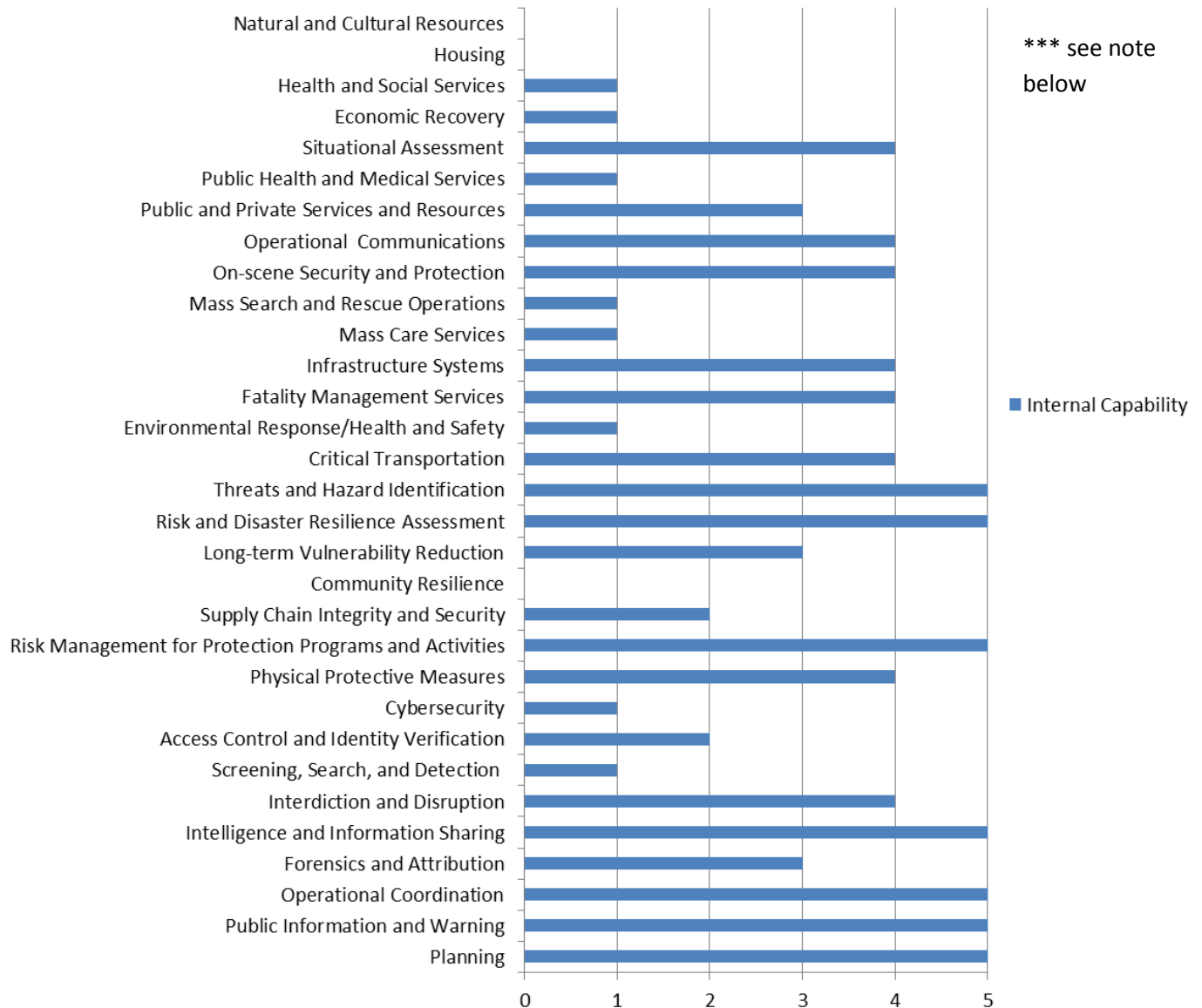
Organization is comprised of individual teams, an overall organizational structure, and leadership at each level in the structure that comply with relevant laws, regulations, and guidance necessary to perform assigned missions and tasks. Paid staff and volunteers who meet relevant qualification and certification standards necessary to perform assigned missions and tasks are part of Organization.

Organization Capability Ratings



Equipment includes major items of equipment, supplies, facilities, and systems that comply with relevant standards necessary to perform assigned missions and tasks.

Equipment Capability Ratings



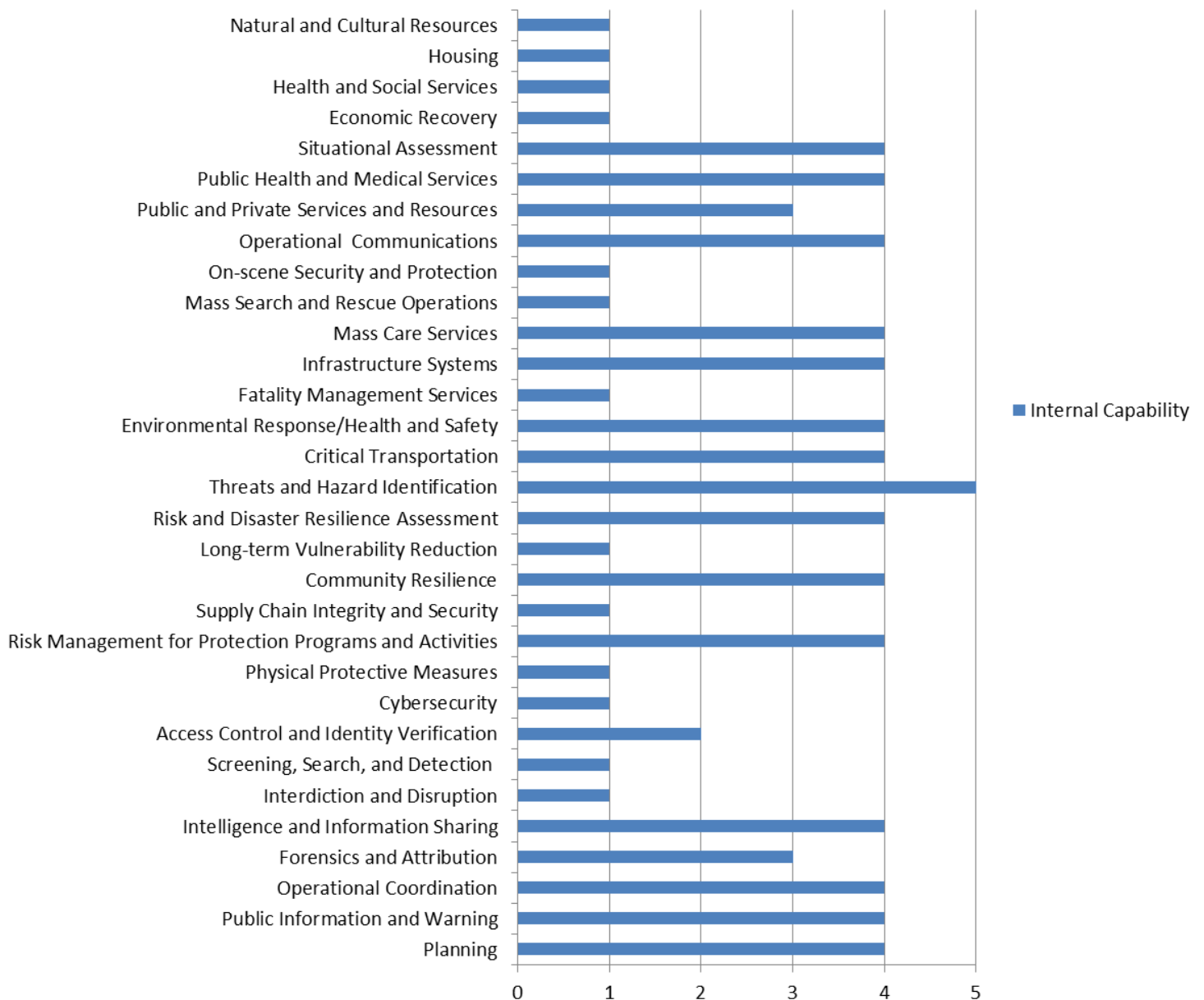
***Equipment was deemed not relevant for the Natural and Cultural Resources, Housing, and Community Resilience Core Capabilities.

Training is comprised of the content and methods of delivery that comply with relevant training standards necessary to perform assigned missions and tasks.



Exercise includes exercises and actual major events that provide opportunities to demonstrate, evaluate, and improve the combined capability and interoperability of the other elements to perform assigned missions and tasks to standards necessary to achieve successful outcomes.

Exercises Capability Ratings



In conclusion, the Core Capabilities with the lowest capacity (in order) with their priority level are:

1. Mass Search and Rescue Operations – Low Priority
2. Cybersecurity – High Priority
3. Housing – Medium Priority
4. Economic Recovery – Medium Priority
5. Supply Chain Integrity and Security – Low Priority
6. Screening, Search, and Detection – Low Priority
7. Health and Social Services – High Priority
8. Access Control and Identity Verification – Medium Priority
9. Natural and Cultural Resources – Low Priority
10. On-Scene Security and Protection – Medium Priority
11. Mass Care Services – High Priority
12. Long-Term Vulnerability Reduction – Medium Priority
13. Environmental Response / Health and Safety – Medium Priority
14. Interdiction and Disruption – Low Priority
15. Physical Protective Measures – Medium Priority
16. Forensics and Attribution – Low Priority
17. Public Information and Warning – High Priority
18. Public Health and Medical Services – High Priority
19. Fatality Management Services – Medium Priority
20. Public and Private Services and resources – Medium Priority
21. Community Resilience – Medium Priority
22. Critical Transportation – High Priority
23. Situational Assessment – High Priority
24. Planning – High Priority
25. Risk Management for Protection Programs and Activities – Low Priority
26. Operational Coordination – High Priority
27. Operational Communications – High Priority
28. Infrastructure Systems – High Priority
29. Risk and Disaster Resilience Assessment – Medium Priority
30. Intelligence and Information Sharing – Medium Priority
31. Threats and Hazard Identification – Medium Priority

Projects supported with Federal grant dollars should build, sustain and deliver capabilities based on the combination of their priority and capacity.

The 2015 National Preparedness Report (NPR) and the 2016 Homeland Security Grant Program Notice of Funding Opportunity (HSGP NOFO) have not yet been published at the date of this summary, but the intent for this coming year would be similar to last year's directive: Recipients of Department of Homeland Security (DHS) and the Federal Emergency Management Agency (FEMA) grant funding should consider

projects addressing the areas identified in the most recent NPR and their State THIRA & SPR assessments as priorities with less-than-desired abilities.

According to the 2015 (last year's) HSGP NOFO p.3: "Recipients are required to consider national areas for improvement identified in the 2014 NPR, which included the following core capabilities:

- Cybersecurity;
- Infrastructure Systems;
- Health and Social Services;
- Housing; and
- Long-term Vulnerability Reduction.

In addition, the Department of Homeland Security requires recipients to prioritize investments that address capability targets and gaps identified through the annual THIRA and SPR process. These assessments set capability targets and measure current ability to meet those targets."

It is the directive of DHS/FEMA that "all supported investments are based on capability targets and gaps identified during the Threat and Hazard Identification and Risk Assessment (THIRA) process, and assessed in the State Preparedness Report (SPR)." (FY 2015 HSGP NOFO p.2)

This position pertains to both HSGP and Emergency Management Performance Grants (EMPG) awards. "The Department of Homeland Security expects EMPG recipients to prioritize grant funding to address capability targets and gaps identified through the annual THIRA and SPR process. Recipients should prioritize the use of grant funds to maintain/sustain current capabilities, to validate capability levels, and to increase capability for high-priority core capabilities with low capability levels." (FY 2015 EMPG NOFO p.3)

This Executive Summary of Montana's 2015 THIRA and SPR is intended to condense the results of the two assessments with as little bias as possible. The graphs and tables show support for the conclusions and narrative stated in the summary and give additional information expected to inform decisions concerning the priorities, funding and strategies of Montana's prevention, protection, mitigation, response, recover, preparedness, and emergency management activities.

Appendix A - Definitions

THIRA – Threat and Hazard Identification and Risk Assessment is a risk assessment collecting information regarding the threats and hazards, including their projected consequences or impacts, the desired outcomes (what success looks like), targets for which to strive and the estimated resources needed to reach those targets. The THIRA provides a common, consistent approach for identifying and assessing risks and associated impacts.

SPR – State Preparedness Report is a standardized statewide self-assessment of Core Capabilities from the point of view of each of the 5 Solution Areas – Planning, Organization, Equipment, Training and Exercise. Annual SPRs are a requirement by the Post-Katrina Emergency Management Reform Act of 2006.

Mission Areas – 5 themes (Prevention, Protection, Mitigation, Response, and Recovery) identified in the National Preparedness Goal that comprise the parts of Preparedness. These five mission areas serve as an aid in organizing our national preparedness activities, and do not constrain or limit integration across mission areas and core capabilities, which by their nature are highly interdependent and applicable to any threat or hazard. These mission areas exist along a continuum, and there is a dynamic interplay between and among them and even some commonality in the core capabilities essential to each.

Prevention - Prevention includes those capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism. It is focused on ensuring optimal preparedness to prevent an imminent terrorist attack within the United States through a collaborative investigative process. Prevention includes the intelligence, law enforcement, and homeland defense activities conducted in the event of an act of terrorism in the homeland to determine if follow-on attacks are planned and to thwart and/or apprehend the adversary.

Protection - Protection includes capabilities to safeguard the homeland against acts of terrorism and man-made or natural disasters. It is focused on actions to protect the citizens, residents, visitors, and critical assets, systems, and networks against the greatest risks in a manner that allows our interests, aspirations, and way of life to continue by enhancing Protection through cooperation and collaboration with all sectors of society. The Protection capabilities include, but are not limited to, critical infrastructure protection, cybersecurity, border security, immigration security, protection of key leadership and events, maritime security, transportation security, defense of agriculture and food, defense against WMD threats, and health security.

Mitigation - Mitigation includes those capabilities necessary to reduce loss of life and property by lessening the impact of disasters. It is focused on the premise that individuals, the private sector, communities, critical infrastructure, and the Nation as a whole are made more resilient when the

consequences and impacts, the duration, and the financial and human costs to respond to and recover from adverse incidents are all reduced.

Response - Response includes those capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred. It is focused on ensuring that a community is able to effectively respond to any threat or hazard, including those with cascading effects, with an emphasis on saving and sustaining lives and stabilizing the incident, as well as rapidly meeting basic human needs, restoring basic services and community functionality, establishing a safe and secure environment, and supporting the transition to recovery.

Recovery - Recovery includes those capabilities necessary to assist communities affected by an incident in recovering effectively. It is focused on a timely restoration, strengthening, and revitalization of the infrastructure; housing; a sustainable economy; and the health, social, cultural, historic, and environmental fabric of communities affected by a catastrophic incident.

Core Capabilities - Capabilities are the means to accomplish a mission, function, or objective based on the performance of related tasks, under specified conditions, to target levels of performance. There are 31 Core Capabilities outlined in the National Preparedness Goal.

1. **Planning** – Systematically engage the whole community as appropriate in the development of executable strategic, operational, and /or community-based approaches to meet defined objectives.
2. **Public Information & Warning** – Deliver coordinated, timely, reliable and actionable information to the whole community regarding any threat or hazard, actions being taken, and the assistance being made available.
3. **Operational Coordination** – Establish and maintain a unified and coordinated operational structure and process, integrating all critical stakeholders and supporting the execution of Core Capabilities.
4. **Forensics & Attribution** – Conduct forensic analysis and attribute acts to their source (including means and methods) in an effort to prevent initial or follow-on acts and/or develop counter-options.
5. **Intelligence & Information sharing** – Provide timely, accurate, and actionable information by gathering, analyzing, consolidating, and sharing raw data and information, from numerous sources, among Federal, State, Tribal, local and/or private sector entities, as appropriate.
6. **Interdiction & Disruption** – Delay, divert, intercept, halt, apprehend or secure threats and/or hazards. Activities include detection and investigation of potential terrorist activities.
7. **Screen, Search & Detection** – Discover, locate and identify threats and/or hazards through active and passive surveillance and search procedures.

8. **Access Control & Identity Verification**- Control admittance to critical locations and systems, limiting access to authorized individuals carrying out legitimate activities.
9. **Cyber Security** – Protect against damage to, unauthorized use of, and/or exploitation of electronic communications systems and services and the information contained therein.
10. **Physical Protective Measures** – Reduce or mitigate risks by controlling movement and protecting borders, critical infrastructure, and the homeland.
11. **Risk Management for Protection Programs & Activities** – Identify, assess and prioritize risks prior to an event to prioritize Protection activities and investments.
12. **Supply Chain Integrity & Security** – Strengthen the security and resilience of the supply chain, which includes food and agricultural production, food processing facilities, laboratory surveillance, transportation, retail points, public notification, and domestic and international confidence in the US food supply.
13. **Community Resilience** – Recognize, understand, communicate, plan and address risks so the community can develop a set of actions to accomplish Mitigation and improve resilience.
14. **Long-term Vulnerability Reduction** – Build and sustain resilient systems, communities, critical infrastructure and key resources to reduce vulnerability and lessen the likelihood, severity and duration of adverse consequences.
15. **Risk & Disaster Resilience Assessment** – Assess risk and disaster resilience so decision makers, responders, and community members can take informed action to reduce risk and increase resilience.
16. **Threats & Hazard Identification** – Identify threats and hazards that occur in the geographic area, determine the frequency and magnitude, and incorporate this information into analysis and planning processes.
17. **Critical Transportation** – Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment and services.
18. **Environmental Response/Health & Safety** – Provide protective guidance, training and resources to responders and affected communities. Minimize exposure to environmental public health hazards, i.e. contaminated food, air, water, waste, debris and hazardous waste. Manage the consequences of hazardous materials release, including conducting searches of suspected sources, testing and identifying substances, identifying isolation perimeters, decontamination procedures, and the notification of proper authorities.
19. **Fatality Management Services** – Providing body recovery, victim identification, mortuary activities, family reunification and counseling.

20. **Mass Care Services** – Provide life-sustaining services, focusing on hydration, feeding, sheltering, and family reunification.
21. **Mass Search & Rescue Operations** – Deliver search and rescue resources, including personnel, services, animals, and other assets to save the greatest number of endangered lives in the shortest time possible.
22. **On-scene Security & Protection** – Ensure a safe and secure environment for people and communities located within affected areas and all response personnel.
23. **Operational Communications** – Ensure timely communications in support of security, situational awareness, and operations among and between affected communities and all response personnel.
24. **Public & Private Services & Resources** – Provide the essential services and resources to affected populations and surrounding communities that are needed to preserve life, property, safety and security.
25. **Public Health & Medical Services** – Provide lifesaving medical treatment and avoid additional disease and injury by delivering targeted public health and medical support and products.
26. **Situational Assessment** – Provide all decision makers relevant information regarding the nature and extent of the hazard, any cascading effects and the status of the response.
27. **Infrastructure Systems** – Stabilize critical infrastructure functions, minimize health and safety threats, and restore systems to support a viable, resilient community. Stabilization activities include damage and safety assessments, and the repair of infrastructure for oil, gas, electric, telecommunications, drinking water, wastewater, and transportations systems.
28. **Economic Recovery** – Return economic and business activities to a healthy state and develop new business and employment opportunities that result in a sustainable and economically viable community.
29. **Health & Social Services** – Restore and improve health and social services networks to promote the resilience, independence, physical and behavioral health, and well-being of the whole community.
30. **Housing** – Implement housing solutions to support the needs of the whole community and contribute to its sustainability and resilience.
31. **Natural & Cultural Resources** – Protect natural, cultural and historic resources through preservation, conservation, rehabilitation and restoration in compliance with environmental and historical preservation laws and executive orders.

Solution Areas – POETE

Planning - Collection and analysis of intelligence and information, and development of policies, plans, procedures, mutual aid agreements, strategies, and other publications that comply with relevant laws, regulations, and guidance necessary to perform assigned missions and tasks.

Organization - Individual teams, an overall organizational structure, and leadership at each level in the structure that comply with relevant laws, regulations, and guidance necessary to perform assigned missions and tasks. Organization includes paid staff and volunteers who meet relevant qualification and certification standards necessary to perform assigned missions and tasks.

Equipment - Major items of equipment, supplies, facilities, and systems that comply with relevant standards necessary to perform assigned missions and tasks.

Training - Content and methods of delivery that comply with relevant training standards necessary to perform assigned missions and tasks.

Exercise - Exercises and actual major events that provide opportunities to demonstrate, evaluate, and improve the combined capability and interoperability of the other elements to perform assigned missions and tasks to standards necessary to achieve successful outcomes.